

Arizona Health Care Cost Containment System (AHCCCS) 2014 Aging 2020 Updates By Goal

Goal 1: Make it easier for older Arizonans to access an integrated array of state and aging services.

For older Arizonans to fully participate in all aspects of community living, they and their families need access to information, resources, and services through a variety of venues. To this end, public and private organizations can play a leadership role in making it easier for older Arizonans to find and use the services and resources they need, no matter where in Arizona they may live.

Objective 1.1: Provide information and promote understanding of options, benefits, and available services through a range of multi-media formats.

<u>STRATEGIES</u>		<u>Lead Agency</u>	<u>Key Partner</u>	<u>Start/End Dates</u>	<u>Progress/Accomplishments</u>
a.	Enhance information systems to improve access to information related to senior health issues.	AHCCCS		Completed	
b.	Review and revise the AHCCCS website to ensure its suitability for an aging population.	AHCCCS	ALTCS Advisory Council	Ongoing	AHCCCS continues to make improvements to its website in order to ensure optimal access for AHCCCS/ALTCS members. For example, AHCCCS is in the process of creating a webpage with informational resources specifically for Arizona Long Term Care System (ALTCS) Members. Informational resources will include topics such as employment, recreation, volunteering, assistive technology, etc.

Objective 1.2: Facilitate an interagency approach towards a comprehensive transit system that allows older adults to remain as independent as possible.

<u>STRATEGIES</u>		<u>Lead Agency</u>	<u>Key Partner</u>	<u>Start/End Dates</u>	<u>Progress/Accomplishments</u>
					Please reference objective 7.1.b

Objective 1.3: Ensure access to health care for seniors of all socio-economic levels.

<u>STRATEGIES</u>		<u>Lead Agency</u>	<u>Key Partner</u>	<u>Start/End Dates</u>	<u>Progress/Accomplishments</u>
a.	Offer affordable premium-based insurance (i.e. Health Care Group) to small businesses.	AHCCCS		Completed	The Affordable Care Act (ACA) provides healthcare coverage options for small businesses.

Arizona Health Care Cost Containment System (AHCCCS) 2014 Aging 2020 Updates By Goal

Objective 1.3: Ensure access to health care for seniors of all socio-economic levels.

<u>STRATEGIES</u>		<u>Lead Agency</u>	<u>Key Partner</u>	<u>Start/End Dates</u>	<u>Progress/Accomplishments</u>
b.	Evaluate emerging technological opportunities such as telemedicine.	AHCCCS		Completed	AHCCCS offers guidance to Contractors/Health Plans in the AHCCCS Medical Policy Manual Chapter 320 regarding parameters for the use of telemedicine in the provision of services. AHCCCS is also reviewing telemonitoring and its potential use in managing certain chronic conditions such as COPD.
c.	Improve accessibility to care by enhancing medically necessary transportation services.	AHCCCS		Completed	AHCCCS has incorporated specific language in its contract mandating that all transportation, prior authorization and member services representatives be trained in the geography of any/all GSA(s) in which the Contractor/Health Plan holds a contract and have access to mapping search engines (e.g. MapQuest, Yahoo Maps, Google Maps, etc.) for the purposes of authorizing services in, recommending providers in, and transporting members to the most geographically appropriate location.
d.	Improve access to care by allowing prospective AHCCCS members to have home and community based services covered three months prior to the Medicaid application and also during the period between application and eligibility.	AHCCCS		Completed	04/2014: <u>Prior Period Coverage</u> enrollment became available to ALTCS Members in October 2006. This allows applicants to have HCBS services covered by the Contractor during the period between application and determination of eligibility. Such coverage will allow greater flexibility in choice of service site. Previously such coverage was limited to acute care services and nursing facility services. Persons awaiting discharge from hospitals will now be able to go home, with coverage of those services paid for once eligibility is determined and enrollment is complete. Additionally, beginning January 2014, <u>Prior Quarter Coverage</u> became available to AHCCCS Members. The coverage can start as early as three months prior to the month the person applied for AHCCCS.

Arizona Health Care Cost Containment System (AHCCCS) 2014 Aging 2020 Updates By Goal

Objective 1.3: Ensure access to health care for seniors of all socio-economic levels.

<u>STRATEGIES</u>		<u>Lead Agency</u>	<u>Key Partner</u>	<u>Start/End Dates</u>	<u>Progress/Accomplishments</u>
					<p>Federal requirements provide that an applicant may be eligible for covered services during any of the three months prior to the Medicaid application date if the applicant:</p> <ol style="list-style-type: none"> 1. Received one or more AHCCCS covered services during the month; and 2. Would have qualified for AHCCCS at the time services were received. <p>If the applicant is determined to qualify for AHCCCS during any one or more of the three months prior to the month of Medicaid application, then the individual will be determined to have "Prior Quarter Coverage" eligibility during those months.</p>

Arizona Health Care Cost Containment System (AHCCCS) 2014 Aging 2020 Updates By Goal

Goal 2: Increase awareness and understanding of aging issues and help prepare Arizona for an aging population.

The role of education cannot be underestimated in planning Arizona's future. Education permeates nearly every section of the Aging 2020 Plan. Through education, the fears, myths and misconceptions about aging can be changed so that older adults, businesses, providers and Arizona, as a whole, can be free from artificial barriers that prevent all from realizing the full potential of our changing population.

Objective 2.4: Prepare the state workforce to better serve and address the needs of an aging population.

<u>STRATEGIES</u>		<u>Lead Agency</u>	<u>Key Partner</u>	<u>Start/End Dates</u>	<u>Progress/Accomplishments</u>
a.	Require direct care workers to meet minimum competencies to provide care.	AHCCCS, DES	Direct Care Workforce Alliance and Area Agencies on Aging	Completed	AHCCCS, on 10/01/12, implemented a policy mandating the training of Direct Care Workers (DCWs). As of that date, any DCWs serving ALTCS members in their home will be required to have demonstrated proficiency against a standard set of competencies, aimed at ensuring that DCWs have the knowledge and skills needed to provide quality care to members. This policy is the result of a multi-year effort, involving the participation of agency and community stakeholders as well as ALTCS members.

Arizona Health Care Cost Containment System (AHCCCS) 2014 Aging 2020 Updates By Goal

Goal 3: Increase the ability of older adults to remain active, healthy and living independently in their communities.

Arizona has the most to gain in promoting healthy and active living for its residents, regardless of age. With greater longevity and increasing population growth, Arizona's economy can continue to prosper or be hindered due to ever-increasing health care costs due to poor health and chronic disease. Health promotion and disease prevention are just two strategies that can help us define Arizona's future.

Objective 3.1: Conduct research and monitor trends and outcomes to better inform policy and program development.

<u>STRATEGIES</u>		<u>Lead Agency</u>	<u>Key Partner</u>	<u>Start/End Dates</u>	<u>Progress/Accomplishments</u>
a.	Evaluate the efficiency, effectiveness, and cost-benefit of technological advancements that allow individuals to remain safely in their homes.	AHCCCS		Ongoing	No specific report for 2014. AHCCCS continues to research options for Electronic Visit Verification for home and community based services provided in a Member's home.

Objective 3.2: Provide resources and services to promote healthy lifestyles, resulting in compressed morbidity and reduced mortality from preventable and chronic diseases.

<u>STRATEGIES</u>		<u>Lead Agency</u>		<u>Start/End Dates</u>	<u>Progress/Accomplishments</u>
a.	Collaborate with ADHS to enhance prevention and wellness program outreach efforts.	AHCCCS		Ongoing	AHCCCS works closely with ADHS in promoting prevention and wellness opportunities. AHCCCS works with the Chronic Disease Bureau in efforts focused on areas such as smoking cessation, diabetes prevention and management, obesity prevention, and cancer early detection and treatment. AHCCCS works with its Contractors/Health Plans to share messaging to providers and to its members to increase the reach of outreach across Arizona.
b.	Expand disease management programs designed for chronic conditions to include those at all stages of the disease process.	AHCCCS		Ongoing	During CYE 2012, AHCCCS began its transition to a vendor that will expand performance measures that are focused not only on process, but also on prevention, early diagnosis and also outcomes from the care and services delivered. The adult measures of access to care, prevention and early detection of breast, cervical and colorectal cancer have been added. In addition, measures focused on decreasing the emergency department, inpatient and re-admissions for certain disease states have

Arizona Health Care Cost Containment System (AHCCCS) 2014 Aging 2020 Updates By Goal

Goal 3: Increase the ability of older adults to remain active, healthy and living independently in their communities.

					been added such as for asthma, diabetes and behavioral health. Beginning in CYE 2014, a full array of performance measures for the elderly and disabled population will be utilized.
--	--	--	--	--	--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------

Objective 3.3: Support aging services and programs that promote independence and self determination of choices for older adults.

<u>STRATEGIES</u>		<u>Lead Agency</u>	<u>Key Partner</u>	<u>Start/End Dates</u>	<u>Progress/Accomplishments</u>
a.	Create member-directed service model options.	AHCCCS	Various stakeholder workgroups	Completed	Member-directed options allow members to have more control over how certain services are provided, including services such as attendant care, personal care, homemaker and habilitation. The options are not a service, but rather define the way in which services are provided. The Self-Directed Attendant Care service model option was made available to ALTCS Members on 09/01/2008. Under this option, ALTCS Members have the choice of directly hiring and supervising their own attendant care worker without going through an agency. In 2010, the Arizona Administrative Code was amended to allow ALTCS Members using SDAC to direct certain skilled nursing services to their attendant care worker. The Agency with Choice service model option was made available on 01/01/13 to ALTCS Members. Under this option, ALTCS Members enter into a formal partnership agreement with the provider agency. The provider agency serves as the legal employer of the direct care worker and the ALTCS Member serves as the day-to-day manager of the direct care worker.

Arizona Health Care Cost Containment System (AHCCCS) 2014 Aging 2020 Updates By Goal

Goal 4: Increase the safety and well-being of older Arizonans.

Safety in our communities is important for ensuring both the health and financial well-being of older adults. With increasing numbers of older adults living in their homes and living alone, maintaining safe communities will need more attention and take new strategies.

Objective 4.1: Promote new and existing strategies to improve community safety for older adults.

<u>STRATEGIES</u>		<u>Lead Agency</u>	<u>Key Partner</u>	<u>Start/End Dates</u>	<u>Progress/Accomplishments</u>
a.	Notify state regulatory agencies of notifications or reports of abuse, neglect, exploitation, unexpected death as well as care below standards and take appropriate actions with the provider.	AHCCCS	Contractors, ADHS, APS, CPS, Attorney General's Office, Licensing Boards/Agencies	Ongoing	<p>AHCCCS has implemented processes to require Contractors/Health Plans to conduct on-site health and safety checks of AHCCCS members in home and community based settings as well as in facilities when allegations of abuse, neglect, exploitation, unexpected death or unsafe environment are identified. Results of these onsite quality monitoring visits are shared with various regulatory agencies that are charged with ensuring health and safety.</p> <p>AHCCCS or its Contractors/Health Plans may stay on site until assured that members are healthy and safe, may require corrective actions be implemented, may place a bed hold, suspend or terminate a provider based on health and safety concerns.</p>

Arizona Health Care Cost Containment System (AHCCCS) 2014 Aging 2020 Updates By Goal

Objective 4.2: Strengthen efforts to prevent and respond to reports of elder mistreatment.

<u>STRATEGIES</u>		<u>Lead Agency</u>	<u>Key Partner</u>	<u>Start/End Dates</u>	<u>Progress/Accomplishments</u>
a.	Increase notification and reporting of abuse, neglect, exploitation and unexpected death.	AHCCCS	Contractors, ADHS, APS, CPS, Attorney General's Office	Ongoing	AHCCCS requires through its Contractor/Health Plan contracts, as well as through its medical policies, the reporting of all suspected cases of abuse, neglect, exploitation and unexpected death of AHCCCS members. Reports are investigated and if substantiated, corrective actions are implemented related to the original issue and also systemically if appropriate. All issues are tracked and trended at both the Contractor/Health Plan as well as at AHCCCS in further efforts to identify opportunities to improve the care and services delivered to ensure the health and safety of AHCCCS members.

Arizona Health Care Cost Containment System (AHCCCS) 2014 Aging 2020 Updates By Goal

Goal 5: Strengthen Arizona's economy by capitalizing on an integrated and well-trained informal, paraprofessional, and professional workforce.

With the first wave of Boomers attaining retirement age in 2006, both public and private sectors need to develop work environments and coordinate opportunities that maintain a strong, diverse paraprofessional and professional workforce with strategies that include support for workers and their family members with caregiving obligations.

Objective 5.1: Provide support for families in their efforts to care for their loved ones at home and in the community.

<u>STRATEGIES</u>		<u>Lead Agency</u>	<u>Key Partner</u>	<u>Start/End Dates</u>	<u>Progress/Accomplishments</u>
a.	Identify additional opportunities to expand home and community based services (e.g. consumer-directed care, transitional living assistance).	AHCCCS, DES	Area Agencies on Aging	Completed	Please reference objective 3.3.a for updates on consumer-directed care. In February 2011, the Community Transition Service was made available to ALTCS members. The service is a fund to assist ALTCS members living in an institutional setting to reintegrate into the community by providing financial assistance to move into their own home or apartment.
b.	Facilitate and support caregiver education and ongoing access to useful caregiver resources.	AHCCCS, DES	Area Agencies on Aging	Completed	AHCCCS, on 10/01/12, implemented a policy, mandating the training of Direct Care Workers (DCWs). As of that date, any DCWs serving ALTCS members in their home will be required to have demonstrated proficiency against a standard set of competencies, aimed at ensuring that DCWs have the knowledge and skills needed to provide quality care to members. This policy is the result of a multi-year effort, involving the participation of agency and community stakeholders as well as ALTCS members. Furthermore, the waiver for spouses to be paid as caregivers went into effect on October 1, 2007. A spouse, who is qualified to provide basic health care services to their husband or wife, can be compensated for providing services (Attendant Care, Personal Care or Homemaker). Spouses are limited to providing a maximum of 40 hours per week. Family members (including parents of adult children) are potentially eligible to serve as paid caregivers if they meet the minimum qualifications/standards for all Direct Care Workers.

Arizona Health Care Cost Containment System (AHCCCS) 2014 Aging 2020 Updates By Goal

Objective 5.2: Create a stable and well-trained (in aging) workforce sufficient to meet the growing care needs in Arizona.

<u>STRATEGIES</u>		<u>Lead Agency</u>	<u>Key Partner</u>	<u>Start/End Dates</u>	<u>Progress/Accomplishments</u>
a.	Cooperate with State medical schools to support professional training programs that produce gerontological specialists and fill gaps in medical service availability.	AHCCCS		Completed	AHCCCS has incorporated specific language in its contract, requiring that AHCCCS Contractors/Health Plans support medical residency and dental student training programs in the state of Arizona. The contract encourages plans to contract with or otherwise support the many Graduate Medical Education (GME) Residency Training Programs currently operating in the state and to investigate opportunities for resident participation in Contractor medical management and committee activities. Annually, AHCCCS Contractors/Health Plans are required to address workforce development and the GME program in their network planning.
b.	Expand the use of physician extenders in underserved areas, such as nurse practitioners and physician assistants.	AHCCCS		Completed	AHCCCS regulations provide for the appropriate use of physician extenders.

Arizona Health Care Cost Containment System (AHCCCS) 2014 Aging 2020 Updates By Goal

Goal 6: Enhance the State's capacity to develop and maintain the necessary infrastructure to deliver services in a culturally appropriate, timely and cost effective manner.

Every aspect of living in Arizona may be affected by the future changes in our increasing and changing population. Housing, transportation, health care, education and other state-supported services will take shape based on the needs of our diverse population. The ability of the State to adapt to change, incorporate the use of new technology, form public-private partnerships to create and expand services to reach all corners of the state will be some of the challenges and opportunities that face Arizona as we grow.

Objective 6.1: Use regional and technological approaches to improve service delivery, especially to underserved areas.

<u>STRATEGIES</u>		<u>Lead Agency</u>	<u>Key Partner</u>	<u>Start/End Dates</u>	<u>Progress/Accomplishments</u>
a.	Investigate alternatives for financing currently uncovered services, specifically vision, hearing, and dental services.	AHCCCS		Ongoing	The current economic climate requires that AHCCCS focus on the preservation of existing services.
b.	Support the infrastructure of Federally Qualified Health Centers (FQHC), Rural Health Clinics (RHC) and other existing providers in underserved areas.	AHCCCS		Completed	The AHCCCS contract encourages its Contractors/Health Plans to use FQHCs/RHCs in Arizona to provide covered services. Contractors/Health Plans are also required to submit member month information for Title XIX members for each FQHC/RHC on a quarterly basis to the AHCCCS Division of Health Care Management.

Objective 6.2: Develop programs and approaches to close the gap in the state's current aging services infrastructure and delivery system.

<u>STRATEGIES</u>		<u>Lead Agency</u>	<u>Key Partner</u>	<u>Start/End Dates</u>	<u>Progress/Accomplishments</u>
a.	Explore how assisted living facilities can be used to provide services to nursing facility residents with special health care needs (behavioral, medically involved).	AHCCCS		Completed	AHCCCS requires its ALTCS Contractors/Health Plans to develop networks that meet the needs of their membership. This includes the development of special programs in assisted living facilities. To address the significant growth of persons aging out in the behavioral system, Arizona, as of 10/01/2013 has implemented Arizona Administrative rule changes which now allow for licensed facilities to provide both behavioral health services as well as personal

Arizona Health Care Cost Containment System (AHCCCS) 2014 Aging 2020 Updates By Goal

Objective 6.2: Develop programs and approaches to close the gap in the state's current aging services infrastructure and delivery system.

<u>STRATEGIES</u>		<u>Lead Agency</u>	<u>Key Partner</u>	<u>Start/End Dates</u>	<u>Progress/Accomplishments</u>
					care services.

Arizona Health Care Cost Containment System (AHCCCS) 2014 Aging 2020 Updates By Goal

Goal 7: Promote quality of care in all aging services.

Arizona has a diverse continuum of care delivery system for older adults who need health care and/or residential care. The foundation of the system is built on promoting independence, choice, and dignity. In 2020, with the growth and changes in Arizona's population of adults needing care and services, a central task will be ensuring quality in our health and social support systems.

Objective 7.1: Ensure the highest quality of care through active monitoring, assessment, and training.

<u>STRATEGIES</u>		<u>Lead Agency</u>	<u>Key Partner</u>	<u>Start/End Dates</u>	<u>Progress/Accomplishments</u>
a.	Require Arizona Long Term Care System (ALTCS) Contractors to submit an Annual Network Development and Management Plan that describes strategies for improvement.	AHCCCS		Completed	ALTCS Contractors/Health Plans are required, by contract, to develop and maintain a Network Development and Management Plan that ensures the adequacy and sufficiency of the Plan's provider network. The Plan is evaluated and updated annually. Additionally, AHCCCS adopted minimum network standards, and ALTCS Contractors/Health Plans are required to submit quarterly network summaries of all providers and demonstrate that they meet these standards in each service area. Recurring gaps must be addressed and explained in the annual Network Development and Management Plan. AHCCCS is evaluating policy changes to include requirements for ALTCS Contractors to identify network capacity issues but also identify the root cause of the capacity issue. When the capacity issue is a result of gaps in workforce or labor capacity, the ALTCS Contractor shall identify opportunities and implement interventions to address the workforce and labor capacity issues. Additionally, ALTCS Contractors will be required to prevent potential network capacity issues by projecting future network capacity needs based upon various factors (i.e. population growth of the aging population).

Arizona Health Care Cost Containment System (AHCCCS) 2014 Aging 2020 Updates By Goal

Goal 7: Promote quality of care in all aging services.

b.	Require ALTCS Contractors to involve member-provider councils in the identification of methods to improve member accessibility to services. Institute ALTCS Advisory Council.	AHCCCS		Completed	<p>The AHCCCS contract requires that ALTCS Contractors/Health Plans establish a Member Council that will participate in providing input on policy and programs. The council must be chaired by the Contractor's Administrator/CEO or designee and must meet at least quarterly. Every effort must be made to include a cross representation of both members/families/significant others, member advocacy groups and providers that reflect the population and community served.</p> <p>Members/families/significant others and member advocacy groups must make up at least 50% of the membership (new requirement for CYE 12). In December 2013, AHCCCS instituted an ALTCS Advisory Council. The ALTCS Advisory Council is made up of ALTCS Members and their family members/representatives. Additionally, representatives from ALTCS Contractors, providers and state and advocacy agencies also serve on the Council. The Council will assist the ALTCS Program to develop a work plan that addresses opportunities for new service innovations or systemic issues impacting ALTCS Members. Council Members will advise on activities aimed at making the system improvements.</p>
c.	Prepare for the needs of a growing ethnically diverse population by promoting cultural competency in healthcare education and throughout the healthcare delivery system.	AHCCCS		Completed	<p>The AHCCCS contract mandates that ALTCS Contractors/Health Plans develop a Cultural Competency Plan. The plans are reviewed annually by AHCCCS to ensure compliance.</p>
d.	Develop additional incentives for Contractors/Health Plans providers of care to meet quality standards and prevention	AHCCCS		Completed	<p>Language pertaining to Pay for Performance and other physician incentive programs has been incorporated into the AHCCCS contract with the ALTCS Contractors/Health</p>

Arizona Health Care Cost Containment System (AHCCCS) 2014 Aging 2020 Updates By Goal

Goal 7: Promote quality of care in all aging services.

	goals (e.g., Pay for Performance strategies).				Plans. Additionally, AHCCCS incorporated language requiring ALTCS Contractors/Health Plans to develop shared savings initiatives aimed at enhancing the quality of care provided to members while also realizing cost savings.
e.	Review and monitor State Olmstead plan and AHCCCS' work plan.	AHCCCS	DES and ADHS	Ongoing	DES/ADHS and AHCCCS have and will continue to participate in an interagency Olmstead workgroup on a quarterly basis. AHCCCS will utilize the ALTCS Advisory Council to assist them in monitoring progress and proposing revisions to the AHCCCS work plan, at a minimum, on an annual basis.

Arizona Health Care Cost Containment System (AHCCCS) 2014 Aging 2020 Updates By Goal

Goal 8: Promote effective and responsive management for all aging services.

To adequately serve the growing numbers of older Arizonans, changing the way the State does business must be coupled with identifying and developing new funding mechanisms, innovations in service delivery systems and expanding collaborative efforts among state agencies.

Objective 8.1: Leverage federal funds and use creative financing strategies to provide the necessary resources to address the needs of a growing aging population.

<u>STRATEGIES</u>		<u>Lead Agency</u>	<u>Key Partner</u>	<u>Start/End Dates</u>	<u>Progress/Accomplishments</u>
a.	Take advantage of federal waiver opportunities to offer flexible long term care and establish principles, programs and payments strategies that encourage and support the delivery of cost-effective, quality services in the least restrictive settings.	AHCCCS (ALTCS)		Completed	AHCCCS makes every effort, through its 1115 waiver and through its contracts, policies and procedures to ensure that services are offered in the most appropriate, least restrictive, most cost effective manner possible. The AHCCCS/ALTCS contracts and Chapters 1200 and 1600 of the AHCCCS Medical Policy Manual clearly outline the commitment to these principles. Lastly, ALTCS Contractors/Health Plans are required to discuss their strategies for ensuring members are placed in the least restrictive setting possible in their Network Development and Management Plan. Please also reference objective 7.1.d.

Objective 8.3: Use cross-agency collaboration to reduce administrative costs and maximize results.

<u>STRATEGIES</u>		<u>Lead Agency</u>	<u>Key Partner</u>	<u>Start/End Dates</u>	<u>Progress/Accomplishments</u>
a.	Partner with the Center for Medicare and Medicaid Services to integrate services for dual eligible seniors.	AHCCCS		Ongoing	AHCCCS has shown that achieving alignment between two distinct and separate programs – Medicaid and Medicare – improves the quality and lowers the cost of care provided to dual eligible members. The AHCCCS program has moved toward increasing the connection between these two programs within the Dual-Special Needs Plan (D-SNP) model by contractually requiring its Contractors/Health Plans to serve as Medicare D-SNPs and promoting enrollment or alignment of dual eligible members into the

Arizona Health Care Cost Containment System (AHCCCS) 2014 Aging 2020 Updates By Goal

Objective 8.3: Use cross-agency collaboration to reduce administrative costs and maximize results.

<u>STRATEGIES</u>		<u>Lead Agency</u>	<u>Key Partner</u>	<u>Start/End Dates</u>	<u>Progress/Accomplishments</u>
					<p>same Contractor/Health Plan for both Medicaid and Medicare to the greatest extent. To promote service integration, AHCCCS will:</p> <ul style="list-style-type: none"> • Conduct an ALTCS alignment effort in 2015 for members who receive HCBS. • Review care coordination efforts of each Contractor and promote best practices. • Work with national organizations, stakeholders, Contractors and members to improve opportunities for integration.

Arizona Health Care Cost Containment System (AHCCCS) 2014 Aging 2020 Updates By Goal

<u>Key:</u>	<u>Participating State Agencies and Boards</u>
ABOR	Arizona Board of Regents
ADHS	Arizona Department of Health Services
ADOA	Arizona Department of Administration
ADOH	Arizona Department of Housing
ADOT	Arizona Department of Transportation
AG	Arizona Attorney General's Office
AHCCCS	Arizona Health Care Cost Containment System
AOT	Office of Tourism
DES	Department of Economic Security
DPS	Department of Public Safety
GACA	Governor's Advisory Council on Aging
GOA	Governor's Office on Aging